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*To ensure access to high-quality,  
patient-centered, cost-effective health  
care to Los Angeles County residents  
through direct services at DHS facilities  
and through collaboration with  
community and university partners.*



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June 10, 2014

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, California 90012

Dear Supervisors:

**APPROVAL OF AMENDMENTS TO SPECIALTY MEDICAL SERVICES AND  
PHYSICIAN REGISTRY AGREEMENTS AND NEW APPORTIONMENT  
CONSULTING MASTER SERVICES AGREEMENT  
(ALL SUPERVISORIAL DISTRICTS)  
(3 VOTES)**

**SUBJECT**

Request approval to amend the Specialty Medical Services Agreements to add to the scope of services; allow an increase in rates for certain classifications of Physicians in the Specialty Medical Services Agreements and Physician Registry Services Agreements; extend the term of the Specialty Medical Services Agreements and Physician Registry Services Agreements; and delegate authority to execute an Apportionment Consulting Services Master Agreement with qualified consultants.

**IT IS RECOMMENDED THAT THE BOARD:**

1. Delegate authority to the Director of Health Services (Director), or his designee, to amend the form Part-Time/Intermittent Specialty Medical Services (SMS) Agreements for the provision of specialty physician services at Department of Health Services (DHS) Medical Facilities, effective upon Board approval, to expand the current scope of work to include activities that require physician services such as: quality assurance/utilization review, eConsult, and concurrent and post service review of admission for DHS managed care patients at Out-of-Network hospitals with no change to the maximum rates approved by the Board.

**ADOPTED**

BOARD OF SUPERVISORS  
COUNTY OF LOS ANGELES

20 June 24, 2014

*Sachi A. Hamai*  
SACHI A. HAMAI  
EXECUTIVE OFFICER

2. Authorize the Director, or his designee, to: (1) increase the maximum hourly compensation rate under the SMS Agreements and the Physician Registry Services (PRS) Agreements for Emergency Medicine (EM) physicians, from \$225 per hour to \$260 per hour, with an increase in the on-call rate from \$112.50 per hour to \$130 per hour; effective upon Board approval through the term of the Agreements.
3. Delegate authority to the Director, or his designee, to extend the SMS and PRS Agreements, for up to two additional one-year periods, through June 30, 2017 subject to prior review and approval by County Counsel and notification to the Board and the Chief Executive Office (CEO).
4. Delegate authority to the Director, or his designee, to execute standard form SMS and PRS Agreements, effective on execution through June 30, 2015 or later during the additional two one-year extension periods, if exercised, as needed with additional qualified physicians/physician registries that agree to the County's terms and conditions, and at rates of payment not to exceed those approved by the Board, subject to prior review and approval by County Counsel and notification to the Board and the CEO.
5. Delegate authority to the Director, or his designee, to execute an Apportionment Consulting Services (ACS) Master Agreement with Lawrence J. Rudd, M.D., J.D. and with new consultants as they are identified as qualified by DHS, at a maximum rate of \$450 per hour, effective on execution through June 30, 2017 subject to prior review and approval by County Counsel and notification to the Board and the CEO.

#### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

##### **SMA Amendment**

Approval of the first recommendation will enable DHS to amend the scope of services in the SMS Agreements in order to secure temporary/intermittent specialized physician services in areas requiring the expertise of certified physicians, such as, but not limited to: eConsult Services and quality assurance/utilization review (QA/UR) to help with the increased volume and backlogs. In addition, additional physician resources are often needed for concurrent and post service review of admission for DHS managed care patients at Out-of-Network hospitals to determine medical necessity of services provided to these patients and determine appropriateness of post discharge services for patients to maintain continuity of care until they are returned to DHS care, in addition to: peer review of Out-of-Network claims that are presented for appeals; acting as liaisons in the resolution of utilization management issues with practicing physicians; advising utilization review nurses on questions related to review guidelines and cases involving potential quality of care issues; and assisting with complex case management issues, as requested. With implementation of the Affordable Care Act (ACA), DHS has seen an increase in these activities, although the timing and volume fluctuates. The SMS Agreements are used to augment the work of County physicians in these areas.

##### **SMA and PRS Agreements**

Approval of the second recommendation will allow the Director, or his designee, to increase the maximum rate only for physicians who perform EM Services under the SMS and PRS Agreements. All other maximum rates for SMS and PRS remain the same. The current rate for EM physicians in

both Agreements was established in 2008. DHS facilities are experiencing difficulty in hiring contracted physicians who provide EM Services, especially Harbor-UCLA Medical Center (H-UCLA MC). Currently, the Emergency Medicine Department at H-UCLA MC is undergoing an expansion of its physician staff as a part of the move into a new Surgery-Emergency replacement building. One of the major expansions in staff is the addition of a fourth year to the emergency medicine residency program. The first year class will result in the anticipated increase in available staff when they reach their fourth year of training. In order to fill in the physician staffing gap until the first class reaches its fourth year, the EM Department has been given funding to obtain part-time emergency physicians to work in the Rapid Medical Exam area to provide direct patient care. The goal is to contract with a physician registry or individual physicians on a part-time intermittent basis to fill the current vacancies in order to fulfill the DHS's goal to ensure access to high-quality, patient-centered care. Unfortunately, H-UCLA MC has found that the current maximum hourly compensation rate allowable for contracted physicians and registries that provide emergency physician services is still far below the industry standard. As such, the various attempts to recruit physicians have been unsuccessful. Unless there is an increase in the maximum hourly compensation rate, H-UCLA MC will not be able to obtain enough physicians to staff the emergency department.

Approval of the third recommendation enables DHS to extend the term of the SMS and PRS Agreements through June 30, 2017. The term of the current Agreements expires June 30, 2015. Approval of the fourth recommendation will enable DHS to offer SMS and PRS Agreements to qualified physicians/physician registries during the remaining term of the Agreements and any extension periods.

#### ACS Master Agreement

Approval of the fifth recommendation will allow the Director, or his designee, to execute the ACS Master Agreement with Lawrence J. Rudd, M.D., J.D. who is currently providing services through an expiring Purchase Order (PO) issued by the Internal Services Department (ISD), as well as with qualified licensed medical doctors (MD) who also have a Juris Doctor (JD) degree and substantial experience in medical malpractice litigation.

DHS is responsible for making accurate and timely reports to the California State Medical Board regarding settlements of medical malpractice litigation against the County. Apportionment determinations need to be made on an intermittent, but ongoing basis to comply with mandatory reporting requirements of California Business & Professions Code Sec. 801.01. These specialized professional services are intermittent and as needed, and highly specialized as the County's apportionment determinations carry serious consequences for reported physicians and there is a heightened risk of litigation exposure as a result of the determination. Pre-qualified M.D., J.D. consultants are necessary to ensure the County makes accurate and timely reports to the California State Medical Board regarding settlements of medical malpractice litigation against the County. DHS has delegated authority to enter into ACS Master Agreement with qualified physicians with a term ending June 30, 2014. The current Board approved rate of \$225 per hour was established in June 2009 and is too low to qualified candidates for the provision of Apportionment Consulting Services. There are currently no physicians with an ACS Master Agreement. Because the need is so great for this service, on February 27, 2014, the ISD issued a temporary sole source PO with Lawrence J. Rudd, M.D., J.D., at a rate higher than the current \$225 rate. This temporary PO is expiring, necessitating a transition to a Board approved agreement. Thus, the Board's approval of the maximum hourly rate increase will allow DHS to execute future ACS Master Agreement with highly qualified experts to ensure compliance with the State's reporting requirements for the County.

## **Implementation of Strategic Plan Goals**

The recommended actions support Goal 1, Operational Effectiveness of the County's Strategic Plan.

## **FISCAL IMPACT/FINANCING**

Expenditures under all of the Agreements will vary from year to year based on the needs of the department. DHS has the responsibility for ensuring it has adequate funding prior to requesting services under the Agreements.

Funding for these services and to cover the increased hourly rates is included in the DHS Fiscal Years (FYs) 2013-14 Final Budget and 2014-15 Recommended Budget and will be requested in the future fiscal years.

## **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

For several years, the County has contracted with approved independent physicians and physician registry agencies for the provision of as-needed and part-time physician specialty medical services to address critical staffing shortages, peak workloads, unexpected emergencies, and vacation coverage at DHS facilities.

The current SMS Agreements were approved by the Board on June 14, 2011 and the PRS Agreements with various physician registries were approved on June 9, 2010. Both types of Agreements expire June 30, 2015.

The Board approved the ACS Master Agreement for qualified consultants at a rate of \$225 per hour on June 16, 2009 and the rate has remained unchanged.

All of these Agreements may be terminated when such action is deemed by the County to be in its best interest, upon advanced written notice to the Contractor, as follows: SMS Agreements and the ACS Master Agreement upon 30 days' notice; and PRS Agreements upon 10 days' notice.

Neither SMS, PRS, nor the ACS Master Agreement are Proposition A Agreements for the reason that the services are intermittent and as needed and, therefore, not subject to the Living Wage Program (Los Angeles County Code Chapter 2.201).

## **CONTRACTING PROCESS**

All three of these physician services Agreement categories are as-needed and part-time intermittent and potential contractors complete a qualifications process before being offered an Agreement.

## **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

Board approval of the recommendations will ensure the expansion of needed services rendered towards patient care from qualified physicians; continued provision of: critically needed EM Services at H-UCLA MC and other County Medical Facilities; and uninterrupted SMS, PRS and ACS to the Department through June 30, 2017.

Respectfully submitted,

A handwritten signature in black ink, reading "Mitchell Katz". The signature is written in a cursive, flowing style.

Mitchell H. Katz, M.D.

Director

MHK: ss

Enclosures

c: Chief Executive Office  
County Counsel  
Executive Office, Board of Supervisors  
Internal Services Department

**PART-TIME/INTERMITTENT SPECIALTY MEDICAL SERVICES**

**PHYSICIAN SERVICES – HOURLY RATE CAP SCHEDULE**

**Tier 1 – Up to \$260 hourly rate (up to \$130.00 hourly on-call rate)**

Emergency Medicine

**Tier 2 – Up to \$225 hourly rate (up to \$112.50 hourly on-call rate)**

Anesthesiology  
Cardiology  
Cardiothoracic Surgery  
Gynecologic Oncology  
Invasive Gastroenterology  
Neurological Surgery  
Ophthalmology  
Orthopedic Surgery  
Otolaryngology  
Pediatric Surgery  
Plastic Surgery  
Radiology (*diagnostic; oncology*)  
Surgery  
Urology  
Vascular Surgery

**Tier 3 – Up to \$175.00 hourly rate (up to \$87.50 hourly rate)**

Critical Care  
Dermatology  
Gastroenterology – Non-Invasive  
Hematology-Oncology  
Neonatal-Perinatal Medicine  
Obstetrics and Gynecology  
Psychiatry

**Tier 4 – Up to \$125.00 hourly rate (up to \$62.50 hourly rate)**  
(All other specialties)

Allergy and Immunology

Family Medicine

Internal Medicine

- Endocrinology
- Rheumatology

Neurology

Nuclear Medicine

Pathology

Pediatrics

Physical Medicine and Rehabilitation

Preventive Medicine

- Occupational Health

**PHYSICIAN REGISTRY SERVICE RATES**

Tier 1 – Up to a maximum rate of **\$2,080** per 8-hour shift or up to a maximum rate of **\$260** per hour

Emergency Medicine

Tier 2 – Up to a maximum rate of **\$1,800** per 8-hour shift or up to a maximum rate of **\$225** per hour

Cardiology  
Cardiothoracic Surgery  
Gynecologic Oncology  
Neurological Surgery  
Ophthalmology  
Orthopedic Surgery  
Otolaryngology  
Pediatric Surgery  
Plastic Surgery  
Radiology  
Surgery  
Urology  
Vascular Surgery

Tier 3 – Up to a maximum rate of **\$1,400** per 8-hour shift or up to a maximum rate of **\$175** per hour

Critical Care (Internal Medicine)  
Dermatology  
Gastroenterology  
Hematology-Oncology  
Neonatal-Perinatal Medicine  
Obstetrics and Gynecology  
Psychiatry



Tier 4 – Up to a maximum rate of **\$1,000** per 8-hour shift or up to a maximum rate of **\$125** per hour

Allergy and Immunology  
Family Medicine  
Internal Medicine (e.g., Endocrinology, Rheumatology)  
Neurology  
Nuclear Medicine  
Occupational Medicine  
Pathology  
Pediatrics  
Physical Medicine and Rehabilitation

**Physician Registry – Anesthesiology Services**

**Scheduled General Anesthesia Services:**

- Up to a maximum rate of **\$1,800** per 8-hour shift, or
- Up to a maximum rate of **\$225** per hour
- “Hourly On-Call”: up to the maximum rate of **\$112.50** per hour

**Supervision of Certified Registered Nurse Anesthetists Services:**

- Up to the maximum rate of **\$1,600** per 8-hour shift, or
- Up to the maximum rate of **\$200** per hour
- “Hourly On-Call”: up to the maximum rate of **\$100** per hour

**High Desert only (with National Medical Registry, Inc.)**

**Scheduled General Anesthesia Services:**

- Up to a maximum rate of **\$1,800** per 8-hour shift, or
- Up to a maximum rate of **\$225** per hour

**Per Diem Expenses:**

- Not to exceed **\$25.00** per day

**Mileage Expenses:**

- **\$0.515** per mile

ATTACHMENT B  
(Continued)

Lodging Expenses:

- Not to exceed **\$125.00** per day
- Such lodging reimbursement without a receipt will be limited to **\$20.00** per day.